



FY 2013 PERFORMANCE PLAN Child and Family Services Agency

MISSION

The mission of the Child and Family Services Agency (CFSA) is to ensure the safety, permanence, and well-being of abused and neglected children and to strengthen troubled families in the District of Columbia.

SUMMARY OF SERVICES

The D.C. Child and Family Service Agency (CFSA) investigates reports of child abuse and neglect and provides child protection. Services include foster care, adoption, and supportive community-based services to enhance the safety, permanence, and well-being of abused, neglected, and at-risk children and their families in the District of Columbia. CFSA seeks to achieve the highest quality of community-based services, to increase the number of families who receive community preventive and support services, and to expand the network of resources providing services to at-risk children and their families. The agency is divided into two core offices: Program Operations and Office of the Director.

PERFORMANCE PLAN DIVISIONS:

- **Program Operations**
 - Office Entry Services
 - Child Protective Services
 - Clinical and Health Administration
 - Kinship Support Administration and
 - Placement Services Administration
 - In Home and Permanency I and II
 - Foster Care Resources Administration

- **Director's Office**
 - Office of Youth Empowerment
 - Office of Well-Being



AGENCY WORKLOAD MEASURES

Measures	FY 2010 Actual	FY2011 Actual	FY2012 YTD ¹
Rate of substantiated child/abuse and neglect per 1000 children	19.4	16.4	Not available
Total population served	4194	3640	3628
In-home families served	640	551	579
In-home children served	1779	1808	1962
Out of home children served	2092	1827	1657
Total hotline calls received	11045	12444	9967
Total new investigations	6203	6656	5341

¹ This is the District of Columbia Child and Family Services Agency National Data Profile as of April 3, 2012 for 2011 actual. 2012 Actual are not available as of the date of submission.



Program Operations

SUMMARY OF SERVICES

The Program Operations division is CFSA's front door function which includes three core program activities: **The Office Entry Services, In Home and Permanency I and II; and Foster Care Resources Administration.**

The Office Entry Services program contains the following four administrations:

- The Child Protective Services (CPS) Administration maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and prompt investigative or family assessment response;
- Clinical and Health Administration provides in-house medical screening for children and youth before entry into out-of-home care and a full medical evaluation within 30 days;
- Kinship Support Administration conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in protecting children; and
- Placement Services Administration identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.

The In Home and Permanency I and II- monitor and assist families at home through 10 social work units based in neighborhoods with the Healthy Families/Thriving Communities Collaborative. The Administration provides CFSA and private- agency social workers with specialized assistance in reunifying children/youth with their families and achieving legal permanence through guardianship or adoption. Staff identifies and matches families willing to adopt with waiting children; supports efficiency throughout the legal processes of guardianship and adoption; and provides pre- and post-permanency services to children, youth, and families; and

The Foster Care Support Administration recruits, trains, and licenses District-based foster homes; licenses District-based group homes and independent living programs for children and youth; and monitors CFSA contracts with private providers who manage a portion of the caseload of children and youth in out-of-home care. These providers operate networks of foster homes and congregate care facilities (group homes and independent living programs).



OBJECTIVE 1: Narrowing the Front Door to ensure that children grow up with their families and are only removed from their families when necessary. (Office Entry Services)

INITIATIVE 1.1: Ensure timeliness and quality of investigations.

CFSA continues to improve the timeliness and effectiveness of response to reports of child abuse and neglect. CFSA implemented a change in duty schedule for CPS staff. The agency will continue to evaluate the effectiveness of the unit during FY 2013 and make necessary changes if needed, in order to improve the agency's ability to make contact with the victim child within 24 to 48 hours.

CFSA quality assurance unit has developed and incorporated a series of continuous quality improvement processes from the hotline, to efforts made by front line staff to see the victim child within 24 to 48 hours and the quality of investigation. In FY 2013, CPS and the Quality Assurance Unit will review, revise and implement changes in the quality assurance process for CPS in order to inform the supervisory staff and improve the quality of investigations. Target Completion Date: December 2012.

INITIATIVE 1.2: Ensure that children are only removed from their homes in order to keep them safe.

Since 2011, CFSA has partnered with the DC Department of Human Services and Healthy Families/Thriving Communities Collaborative to engage families and offer a continuum of helping services via the best practice of Differential Response. Differential Response is an alternative means of responding to certain reports of child neglect that leads to a supportive, non-adversarial family assessment rather than a full-blown child abuse investigation. CFSA will develop and complete an evaluation of the Differential Response model. During the fall of FY 2013, CFSA will increase capacity for Differential Response by adding two new units in order to respond to an estimated 1,000 reports of low-risk neglect to include educational neglect. Target Completion Date: December 2012.

INITIATIVE 1.3: Significantly increasing the number children placed with relatives.

CFSA seeks to reverse the historical trend of low use of kinship placements. In FY13, CFSA will implement strategies –to expedite identification and licensure of relatives.

- Collaborate with the Metropolitan Police Department to identify relatives during a parent's arrest.
- Engage the Diligent Search Unit promptly and consistently to identify non-custodial parents, grandparents, and other relatives for children and youth entering or re-entering care and then share and act on findings.
- Use Diligent Search to perform expedited safety checks of relatives, eliminating slow response from others as a barrier to prompt placement with kin.
- Expand the use of pre-removal Family Team Meetings as a means of engaging extended family.
- Use the CFSA lead specialist to conduct preliminary lead test on relatives' homes built before 1978;



- Revise policy and protocol to engage relatives in both pre- and post-removal Family Team Meetings;
- CFSA will develop a FACES.NET report that will track the various stages of kin licensure and children placed with kin.
Completion Date: December 2012.

OBJECTIVE 2: Ensure target permanency planning immediately when children enter foster care. (Foster Care Resource Administration)

INITIATIVE 2.1: Ensure children in out of home care return to a home safely and quickly

CFSA will implement several permanency strategies in order to ensure that children do not remain in foster care for long periods of time. Completion Date: Target Completion Date: December 2012.

- As a means of speeding reunification, increase use of Parent Advocates, parents formerly involved with child welfare that succeeded in regaining their children and now counsel and support current adult clients working to get their children back.
- Modify family-based and congregate care contracts to include outcome measures related to permanence and monitor and evaluate private provider performance.
- Focus on families with children/youth in foster care for more than 8 months but less than 24 months with the goal of speeding safe reunification or changing to another, more feasible goal for permanence. CFSA will monitor the goals and progress of these children within 30, 60 and 90 days.
Completion Date: September 30, 2013.

INITIATIVE 2.2: Improve utilization of least restrictive placement array to ensure children will be placed the best and most appropriate placements to best meet their needs.

CFSA will utilize the findings from Annie E. Casey Foundation and CFSA Quality Assurance reviews of District youth in congregate care as a basis for moving as many as possible to less restrictive placements that are still safe and appropriate. CFSA will identify, contract with, and monitor the success of a private provider with the mission of keeping sibling groups who must be placed together in family foster homes. Completion Date: Target Completion Date: December 2012.

INITIATIVE 2.3: Improve the life- long connections of foster care children and youth by increasing quality visitation and maintaining connections to significant individuals in a child's life.

In FY13, CFSA will implement several strategies to improve maintenance of significant connections for children in care.

Encourage social workers to schedule visits early in the month, leaving time for scheduling changes if necessary, and to document promptly.



- Ensure social workers, supervisors, and program managers meet weekly to monitor performance via review of visitation reports.
- Consistently identify successful techniques of high-performing social workers and use them as a basis for coaching and inspiring others, especially low performers.
- Collaborate with the Court Monitor to assess quality of visitation in a sample of 220 cases. Communicate findings to raise awareness and use them to enhance training. Completion Date: September 2013.

OBJECTIVE 3: Ensure the expeditious exit of children and youth from foster care to permanency, family environment or lifelong connections. (In Home Permanency I and II)

INITIATIVE 3.1: Increase the number of children existing foster care to positive permanency

In FY 2013, CFSA will target children with a goal of positive permanency (reunification, adoption and guardianship) in order to expedite permanency in three phases. Foster care should not be a long term option for children. Therefore, children who have remained in foster care for over 24 months will be a top priority for the agency. In Phase One, the program managers will review and closely monitor the permanency goals for these children every thirty days to ensure expedited positive permanency. In Phase Two, the program managers will focus on children who remain in remain in foster care from 13 to 24 months. Lastly, CFSA will focus on children who remained in foster care for least than one year. We will identify resources and ensure that there are supportive community resources to maintain the children in the permanent placement. Target Completion Date: December 2012.

INITIATIVE 3.2: Assist older youth exit with the education and skills necessary to help them become successful and self-supporting adults.

For FY 2013, CFSA will host strategic planning sessions with internal staff and external partners in order to implement the following strategies:

- Begin the transition planning process earlier and make youth transition plans more targeted and individualized.
- Review, assess, and revamp existing programs and services.
- Establish new partnerships to support older youth, including broader employment services.
- Reduce the pipeline of older youth destined to age out of foster care by finding permanent homes for them.
- Develop and implement an older youth scorecard in order to track key performance measures for older youth in foster care.
- Strengthen services that extend the safety net for young adults after they age out of foster care.

Target Completion Date: December 2012.



KEY PERFORMANCE INDICATORS – Program Operations

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projections	FY 2014 Projections	FY 2015 Projections
Percent of investigations initiated 48 hours	92%	95%	70%	85%	95%	95%
Percent of investigations closed within 35 days	80%	90%	77%	85%	90%	90%
Increase of relative placements. ²	17%	20%	17%	26%	30%	35%
Decrease the average number of months to reunification ³	14.4 months	14 months	13.7 months	12 months	8 months	5.4 months
Decrease the average number of months to adoption ⁴	53.1 ⁴ months	45 months	43.1 months	36 months	30 months	27.3 months
Decrease re-entries into care within 12 months of exit or reunification	11.9% ⁵	9.9%	Not available	9.9%	9.9%	9.9 %
Increase placements in family foster homes	81%	90%	82%	82%	82%	82%
Decrease placements in group homes	6%	8%	6%	6%	6%	6%
Reduce the number of foster care placements	78%	75%	78% %	75%	75%	75%
Increase placements in DC foster homes	130	200	225	250	300	350
Exits to a permanent home	75%	78%	80%	83%	85%	85%
Decrease the number of youth who age out of care	19%	24%	21%	18%	15%	12%
Increase youth engaged in after care services ⁶	New Indicator Not available	New Indicator Not available	62%	75%	85%	90%

² This measure is a new indicator with the FY 13 Performance Plan.

³ It is the exit cohort for children in foster care between October 1, 2010 and September 30, 2011.

⁴ It is the exit cohort for children in foster care between October 1, 2010 and September 30, 2011

⁵ FY2011 Performance per the ACF District of Columbia data profile. FY2012 is unavailable

⁶ This measure is a new indicator with the FY13 performance plan. Target projections based completion of youth transition plans.



Office of the Director

SUMMARY OF SERVICES

Investigates reports of child abuse and neglect and provides direct case management for families at home, as well as for children and youth in out of home care, the agency programs division works to ensure the safety and well-being of children and youth in care while moving them to permanence as quickly as possible via reunification, guardianship, or adoption.

While everyone providing direct services to children and youth must look after and contribute to their well-being, it is appropriate to highlight two CFSA entities (Office of Well Being and the Office of Youth Empowerment).

The Well-Being Administration plays a leadership role in defining, supporting, and enhancing the overall well-being of children and youth involved with child welfare.

CFSA strives to improve the outcomes for older youth, who represent the single largest cohort of children in CFSA's foster care system. Therefore, under the four pillars strategic framework the Office of Youth Empowerment was moved under the direct supervision of the agency director. The Office of Youth Empowerment (OYE) serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.

OBJECTIVE 1: Ensure well-being for children/youth

INITIATIVE 1.1: Ensure children in the system get quality care that protects and enhances their health.

In FY 2013, CFSA will continue the process of having clinical practitioners who are co-located from the DMH conduct assessments of mental health for all Medicaid-eligible children and youth ages one (1) year and older. The purpose of the mental health screening is to obtain a complete picture of the child and youth and to identify any emotional and behavioral needs, issues or problems or risk arising from their unique situation. On the basis of the initial screening, children and youth are referred for ongoing treatment, if appropriate, to a selected mental healthcare practitioner who provides specific diagnostic information and develops treatment plans that include treatment objectives, methods, interventions, and services. However, CFSA will review and modify as needed protocols for timely referral of children, youth and families to appropriate mental health services. By December 31, 2012, CFSA and the Department of Mental Health will assess the availability and adequacy of mental health services and provide written recommendations for development, as needed. Completion Date: December 31, 2012.

In FY 2013, CFSA will continue to provide comprehensive health assessments to youth who enter foster care and subject to changes in placement while in foster care. The agency will work with the Department of Health Care Finance (DHCF) to explore the



feasibility of expanding Medicaid billing for this service through targeted case management. Target Completion Date: September 2013.

INITIATIVE 1.2: Ensure that children receive educational preparation to attain successful educational outcomes

Well-Being will develop a means of assessing that all third-graders on the CFSA caseload are performing at grade level. CFSA will pursue the goals of Raise DC for all children and youth in the child welfare system. CFSA is working with other partners in Raise DC to track the educational outcomes for the District youth. CFSA will develop a means of aggregating and developing data on education and vocational assessments. Target Completion Date: December 2012.

INITIATIVE 1.3: Ensure that youth in the foster care system delay parenting decisions.

In FY 2013, CFSA will continue its partnership with the Center for the Study of Social Policy (CSSP) to develop specific policies and practices to meeting the needs of pregnant and parenting youths. CFSA was selected to participate in the Pregnant and Parenting Youth in Foster Care National Peer Learning Network. CFSA will receive technical assistance from CSSP to examine data and current policies and practices in order to improve the outcomes for these youth. In FY 2013, CFSA will engage in a partnership with the Addiction Prevention and Recovery Administration (APRA) and the Department of Rehabilitative Services (DYRS) to develop a cross system partnership that will address the issue of substance abuse among families and youth in the District's child welfare system. The members of the partnership will develop and implement the following strategies:

- Engage national experts to assist in the identification of evidence based practice and substance abuse models.
- Conduct a needs assessment to understand the gaps in services for youth.
- Review findings and develop action steps in order to meet the service delivery needs of youth and their families. Target Completion Date: September 2013.



KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projections	FY 2014 Projections	FY 2015 Projections
Children and youth receive full medical evaluation within 30 days of entering care	66%	85%	85%	85%	85%	85%
Children and youth receive an initial pre-placement screening	80%	95%	92%	95%	95%	95%
Children ages zero to 6 receive developmental screenings upon entry into foster care ⁷	New Indicator Not available	New Indicator Not available	55%	60%	65%	70%
Increase third graders performing at grade level ⁸	- Indicator Not available	- Indicator Not available	-Indicator Not available	38% (Baseline)	41%	44%
Increase high school graduation rate ⁹	New Indicator Not available	New Indicator Not available	New Indicator Not available	25%	30%	35%
Increase college entry rate ¹⁰	New indicator Not available	New Indicator Not available	New Indicator Not available	30%	35%	40%
Increase college graduation rate ¹¹	New indicator not available	New Indicator Not available	New Indicator Not available	25%	30%	35%
Increase employed youths ages 20-21 ¹²	New indicator not available	New Indicator Not available	New Indicator Not available	50%	55%	60%
Decreased disconnected youth ages 16-21(not in school or working) ¹³	New indicator not available	New Indicator Not available	46	41	37	34

⁷ This measure is a new indicator with the FY13 performance plan

⁸ This measure is a new indicator with the FY13 performance plan. CFSA is working in Collaboration with RAISE DC on gathering and reporting this data.

⁹ This measure is a new indicator with the FY13 performance plan. CFSA is working in Collaboration with RAISE DC on gathering and reporting this data.

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